Lecture 24: Wrap up and Communication

Welcome back to the course titled strategic communication.

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For sustainable development my name is Aradhna Malik and I have been going through this course with you today is the last class that we have for this course so I am going to be sharing a few things with you in this course and those are you know we wind up a little bit.

Typology of communication roles in the strategy making process (Moss & Warnaby, 1998)

Role of top management	Role of organization members	Communication style	Communication orientation
Commander	Soldier	Directional: objective to inform & impel action Primarily one-way comm	Primarily with internal stakeholders with limited comm with external stakeholders
Coach	Player	Inspirational: Objectives to persuade & encourage action. Two way comm	Oriented to both internal & external stakeholders, aimed at communicating vision
Boss	Subordinate	Informational: Objective to inform & explain Primarily one-way comm	Receptive to comm from external stakeholders to aid decision making
Facilitator	Participant	Enabling: Objectives to inform & encourage Two-way comm with dialogue	Oriented to both internal & external stakeholders-emphasis on mutual understanding
Sponsor	Entre-preneur	Motivational: Objectives to inform & motivate Two-way, upwards & down	Oriented to internal stakeholders to facilitate performance & stakeholder views

We do the stock we have talked about various things we have talked about the different types of communication that we can have we have talked about what sustainable development is we talked about how it plays out we have talked about how you can strategize communication we will just wind up with a typology of communication roles in the strategic strategy making process and then we will talk about a few challenges to strategic communication for sustainable development and then we revised whatever we did.

And then I will show you some very interesting examples of how strategic communication initiatives have been used in promoting sustainable development in different sectors and that is how we will finish so I will go through this very, very quickly now when we talk about communication rules we have talked about what happens you know how we make strategies and all but how are we essentially you know what are we doing in our roles as people who are communicating we are talking to other people that is what this part of the presentation today deals with.

And see the role of the top management this is from a paper by moss and wannabe and you know the role of the top management the role of the organization's members the communication style

they adopt and the communication orientation are discussed here so if the top manager behaves like a commander if the communication will be unidirectional and the role of the organization's members the people who are listening to the commander will be soldiers the communication style will be unidirectional one-way communication I have used the abbreviation C-O-M-M because of lack of space if I write the whole word communication then the table goes down so just to keep things readable I have used C-O-M-M for communication here in these this particular slide.

The objective is to inform and impel action in times of crisis in times of you know immediate where we need immediate action unidirectional communication works best where we have deadlines to finish where we have to implement and implementation of policies is different but when there is a crisis we just need things done at that time the person in charge of the whole activity could be an elder in the community could be a senior member of the community could be the most influential member of the community could be anyone.

So the top management or the person who is handling the whole show will have to take on the role of the commander and the people who are implementing or who are you know going to do what needs to be done will take on the role of soldiers and it will be primarily one-way communication and primarily with internal stakeholders with limited communication with external stakeholders we do not need to tell the rest of the world what we are going to do maybe there is a flood in the village what do we need to do we need to save lives.

Number one priorities is to save lives we need to get people out first is saving life second is saving priority the sorry property so you know we first save lives we just say get out leave your homes move out move to a safe region we cannot have discussions with the community at that point explain the pros and cons all we have to say water is coming you will die if you do not run for your lives.

So that there is a you know this is the arrangement we have made there is a boat waiting get into the boat and go so that time it is unidirectional so the coach when we need you know in different

at certain times we may need to play the role of coaches people who are directing the whole effort may need to play the role of a coach and the organization's members become layers.

So it is inspirational we need to motivate people we need to tell people that look if we do not you know if we do not look after our environment we could have floods we could have fermions you know we could have we could have a drought we could we could lose our land the lands fertility will go so please do the first instances go do it number two in the second instance we are saying please do it because that is the message that is going.

So it is a two-way communication the objective is inspirational the objective is to persuade and encourage action we are not forcing action we are not asking people to do something we just saying that this is why you should do it if you do it you will stand to benefit so it is oriented both to internal and external say stakeholders and it is aimed at communicating the vision again I am taking it out of the context in which this paper was written we need to you know this these are things that we can implement even in the field.

So it is oriented both to internal and external stakeholders people who are actually going to be affected by the activity that is being suggested and people who might be contributing in terms of resources in terms of time the external people who might be getting affected tangentially not directly so it is aimed at communicating the vision the direction of the activity that is going to take place or that is being requested to be done then boss or subordinate that is another role that you know the way we communicate.

Another role that could come to the fore would be again boss and subordinate informational objective is to inform and explain primarily one-way communication receptive to communication the communication orientation is receptive to communication from external stakeholders to 8 decision making there are people who want to invest in communities that need help they have time to offer they have money that they would like to put in there.

So at that time you know when we are taking the views of the external stakeholders and we are taking them to the field again this is totally against what I have been telling you right from the

beginning I am insisting on participation but when somebody is investing money they need some things done we can communicate the abilities that the concerns of the community to the people who are putting in money but at times you know we need to give them I mean if they are putting in money we have to give them what they want otherwise they will not invest money.

So there are certain things that need to be done to satisfy the people who have pumped in money also people who have pumped in their efforts also people who brought in a new perspective to the area also need to be satisfied their goals their ideas also need to be implemented, so again you know first I mean and again it is a way it is a dance of communication sometimes you hear one person one side of the story sometimes you hear the other side of the story but you take a decision based on both sides of the story.

So here the person making the decisions is receptive to communication from external stakeholders

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To aid decision-making then sometimes we adopt the role of facilitators so we become the organization's members become participants the people who are actually doing things in the field

become participants and the role here or the communication style is enabling style the objective is to inform and explain again primarily one-way communication in participatory communication we are getting the information people are going to come up to us and ask us why tell us why should I do this why should I be careful about the environment why should I you know but take care of my environment why should I not use plastic bags stuff like that.

So at that time it is again information so the idea is to inform the idea is to encourage people again through explanation this is different from inspirational would appeal to people's emotions here enabling would appeal to people's logic this is why it is not only for your future generations for yourself also this is why if you do if you if you use too much of plastic you bury it in one corner of the field you will find that it is it remains the same even after two years as opposed to you using paper bags which will be consumed by the soil which will become part of the soil.

You know in the next in a reasonable amount of time maybe after six months if you dig out the same place you may not find paper you will just find soil or you find the paper has been eaten up or has disintegrated it is become part of the soil, so again you know we enabling is more appealing to the logic it is appealing more to the logic of the people than emotions it is oriented both to internal and external stakeholders emphasizing on mutual understanding here the idea is understanding not emotions.

When we talk about coach and player we are also looking after the emotional aspect of people I mean human beings are so complex when we are dealing with each other I am not just a machine I am not just a resource I am not just going into do things I am not dealing with machines I am dealing with humane motions I am dealing with human aspirations I am dealing with human energy I am dealing with human modes I am dealing with the whole bunch of things.

So I have to appeal to every aspect of human behavior then the last one is sponsored sometimes when we talk to people we have to adopt the role of sponsors and the people who are going to take action will become the entrepreneurs and the role is motivational the objective is to inform and motivate people to do new things to come out of their shells to look beyond whatever they have been doing.

So it is inspirational it is motivational to way upwards and down, so we talked to everybody hope and you know the communication goes the in all directions here and it is oriented to internal stakeholders to facilitate performance and stakeholder views to find out what they can and cannot do what they are open to and not open to doing and then encourage them to look beyond whatever they have been doing so far and do something new.

Okay so that is sometimes as communicators as strategic communicators who have the energy the willingness and the resources to go and do something in the community this is something this is the role we have to adopt and that is how we can strategize our communication when we use you know we use these or we put on these hats at different points in our communication with the community and again you will say throughout this presentation you have been talking about throughout your classes you have been talking about myself and the others.

I am talking from that perspective because many of us are outsiders to the communities we want to service and we need to become insiders as true insiders we cannot really you know many times we are not able to see beyond whatever we are doing because the problems are so complex there is inertia, there is this.

This weight of the experiences that we are going through that are connecting us so tightly to the community that we are a part of that we cannot separate ourselves we cannot lift up or we cannot you know get out of that milieu that environment and see things from a different perspective and that is why I have adopted this, this you know self and the other type of view that I have been taking right from the or, or you know the, the voice that I am doing take in communication terms we call it voice.

So the voices of self and the other where I have taken myself out of that situation and I am talking about we going into the community, we doing this for the community but the whole idea centers around participation.

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Challenges to using strategic communication for sustainable development some challenges are, how can I change be created in the symbolic function attached to some aspects of use, so that without attacking strongly-held values changes of use could become desirable. We when we go into the community we do not want to change things that are already happening there we do not want to you know we do not want to challenge the culture, I am sorry, we want to change things but we do not want to challenge the existing structure.

So that is a big, big challenge here what do we do in order to make the change acceptable in order to make the proposed change non-threatening to, to the existing culture of the community we want to service. What can we learn from the existing experience about the design of communication strategies that can help us effect in knowledge the attitudes and the behavior of people in relation to the notion of use?

What can we do in order to integrate with the existing structure the social structure, the cultural structure, the work structure the way things are already happening again I will repeat this I have been saying this right from session1, we cannot go into a community assuming that the community does not know what its problems are they have not generated you know they may not

have generated solutions that seem like solutions, but we cannot go into a community assuming that they do not know what they are dealing with they do not have the capacity to generate solutions to deal with their problems the way and expert from outside can solve their problems no, we cannot go into the a community thinking that we have to go into the community understanding accepting the fact that the community is aware of its problems in a much better way than any outsider can be informed about the problems of the community. The community knows about its problems much more than an outsider ever can or ever will be able to know.

The second thing we must understand is that the community has tried its level best to work within its limitations to generate solutions to its problems what an outsider may see as a problem may not really be viewed as a problem by the community so we cannot go in as outsiders and say I know what is best for you and I will do what is best for you, no that is not the way to go about it that is not the way to ensure sustainable communication.

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Challenges to using strategic communication for sustainable development (Frascara, 1996)

- "How can a change be created in the symbolic function attached to some aspects of use, so that, without attacking strongly held values, changes of use could become desirable?
- What can we learn from the existing experience about the design of communication strategies that can help us affect the knowledge, the attitudes, and the behavior of people in relation to the notion of use?
- How can we recognize leaders, followers, and potentially our most supportive partners?
- How can we simultaneously work with government, people at large, and the business sector toward a revision of use?
- How can we constantly increase the circle of partnership involved in the process?
- How can we develop this partnership in order to deal ethically with a revision of use, so as to ensure as a consequence the active participation of all partners?
- What specific actions will promote a revision of use, materialize that revision, and establish new cultural paradigms?"

To ensure sustainable communication going back to the typology.

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I cannot behave like a commander, I cannot behave like a boss, I cannot behave like even like a coach the only and or I will sponsor be the role that will facilitate or that will ensure that whatever expertise I am taking in or whatever willingness my positive energy that is going into the community will be accepted will be the role of a facilitator, out of all of these roles the role that works best in sustainable communication.

For sustainable development is the role of a facilitator nothing else works as well as this we first establish a relationship with the people in the community, we become one of them, we see things from their perspective we take their inputs on everything that we are even thinking about regarding the community and then we move forward as part of the community no other role will work. If we go in as sponsors then you know a hierarchy is created which no community links.

So we go in and we become part of them and that is when these relationships that we build with the community help us understand what is really going on.

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Okay, how can we recognized leaders followers and potentially our most supportive partners. If we go into a community there will always be people who others will listen to they will always be people who will not want to voice their opinions, who will be too scared to offer an opinion and they will always be people who will want to support the cause whether they have an opinion or not and there will be a group of people that will want to oppose everything that a new person is saying, so we need to identify who these people are, and that becomes a challenge.

Who is a leader who is a potential troublemaker in the community who can prevent the any development efforts from going on who, who can who is really genuinely concerned about helping the community so you know every group has it every community has such people so we need to be able to identifying people engaged in different roles becomes a problem.

Challenges to using strategic communication for sustainable development (Frascara, 1996)

- "How can a change be created in the symbolic function attached to some aspects of use, so that, without attacking strongly held values, changes of use could become desirable?
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- How can we develop this partnership in order to deal ethically with a revision of use; so as to ensure as a consequence the active participation of all partners?
- What specific actions will promote a revision of use, materialize that revision, and establish new cultural paradigms?"

How can we simultaneously work with government, people at large and the business sector towards a revision of use of the strategies that are already being adopted by the community? What can we do we cannot work in isolation I cannot go in as a social worker and say I am doing this and I am doing that and nobody else knows what is going on. The government has, has it is doing something in its own capacity the communities that the external stakeholders that the communities within a village are connected to are doing their own thing.

The people the general population in that region is doing its own thing, so what exactly is it that I want to do in my role has to be integrated with whatever everybody else is doing. Every you know many families within a village these days because the, the social mobility people have families living outside the village, so the people who are connected who have families with in that village would have their own agendas. So as people who are completely disconnected from a community we need to understand how these people are connected to the outside world what is already being done, how can I take everybody together with me how can I fit into the different agendas different visions how can you fit my vision into the vision of these different stakeholders and how can I move forward with that.

How can we constantly increase the circle of partnership involved in the process who all can become partners, world want to become partners who all want to contribute and how and why and how can we sort of form this network.

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How can we develop this partnership in order to deal with ethically with the revision of use of certain things of, so as to ensure as a consequence the active participation of all partners? We do not want anyone to oppose our efforts, so what can we do in order to get the participation get everybody on board get everybody involved in the process of helping the community become more self dependent while conserving the environment while preserving environment. And so in getting everybody board we need to find out we need to understand how we can develop this partnership ethically so that nobody is offended.

What specific actions will promote a revision of use material that revision and establish new cultural paradigms. When we talk about use we are talking about use of resources that the community has at its disposal that and we are talking about the sustainable use of resources. So what specific action swill promote a revision of use materialized at revision and establish new cultural paradigms for a change in the way the resources are used. These are some of the

challenges strategic communicators face while dealing with communities, now at this point I am going to take you through this is pretty much the end of whatever it is that I wanted to tell you the new information that I wanted to give you in this course.

I will quickly take you through a revision we revised whatever we have done in the next maybe 5-7 minutes and then I will show you some very interesting resources that or examples of how strategic communication is being used for sustainable development in different parts of the world.

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So going back to whatever we have studied so far this is the whole presentation so I will end the show here and I will okay, there seems to be some problem, yeah.

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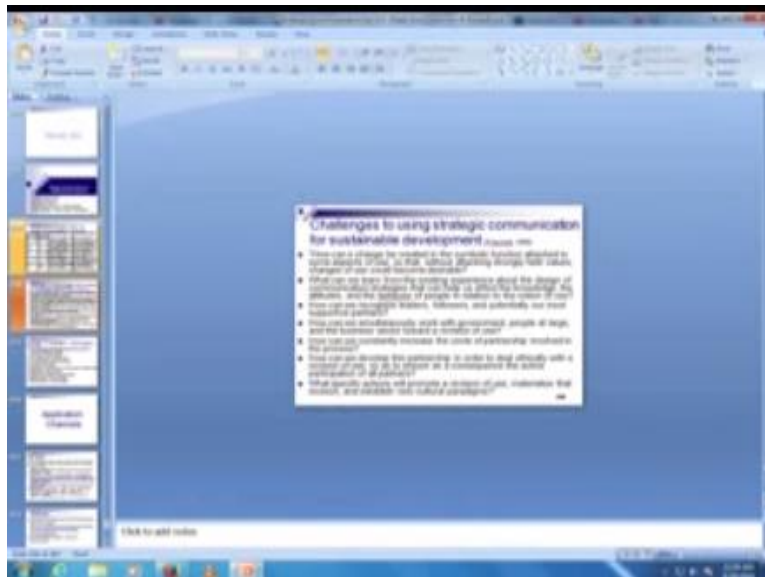
Okay, and of course you know the bottom line is the principles of sustainability communication this is something that we did in lecture 3, so you can go through this list again. Now let us go through the whole presentation once again right from the beginning.

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Principles of sustainability communication
(Bernhart, 2009)

- Accountability of policies, decisions, actions, products & performance
- Accuracy of information
- Completeness of information
- Comparability of performance
- Context for a claim
- Materiality (significance) of issues for stakeholders
- Reliability of information
- Responsiveness to stakeholders
- Stakeholder inclusiveness
- Transparency of information

We started with the definition of sustainability.

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What is development?

- Betterment of human life
- People centric
- "[Development may be understood as] a process that must lead to the expansion of people's freedoms." (Amartya Sen, 1998, in Saez, 2013)
- Development is about choices: Video: http://www.undp.org/content/undp/en/home/blog/2016/8/1/Development-in-2-minutes-It-s-about-expanding-choices/
- Human Development is "...the process that allows the expansion and amplification of people's capabilities and life choices." (Saez, 2013)

  Characteristics of human development (Hamelink, 2000, in Saez, 2013)
    - "Equitable access to resources.
    - Sustainable resources and institutions.
    - The procurement and dissemination of knowledge aimed at rendering human beings responsible.
    - Participation."

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Approaches to development (Contd.)
(Fair & Shah, 2012)

- Post-modern view of development proposes that development is:
  - *Need oriented*: "Geared to meeting human needs, both material & non-material."
  - *Endogenous*: "Stemming from the heart of each society, which defines its sovereignty, values, vision of the future."
  - Self-reliant: "Implying each society relies primarily on its own strengths & resources in terms of its members' energies & its natural & cultural environment."
  - *Ecologically sound*: "Rationally utilizing the resources of the biosphere in full awareness of the potential of the local ecosystems as well as the global limits imposed on present & future generations."
  - *Based on structural transformations* – in social relations, in economic activities, in the spatial distribution of these activities, & in the power structure."

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What is sustainable development?

- Continuing environmental and economic development towards the betterment of human life. – Discussion started with environment, moved on to economic prosperity & then its contribution to the betterment of human life.
- "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (Our Common Future – 1997 Report of World Commission on Environment & Development)
- "Societal process of *exploration, learning and transformation.*" (Godemann & Michelsen, 2011, in Fischer et al, 2016)
- "In order for development to continue indefinitely, it should balance the interests of different groups of people, within the same generation and among generations, and do so simultaneously in three major interrelated areas—economic, social, and environmental." (Soubbotina & Sheram, 2000)

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Four 'C's of Sustainable Development
(Heliopolis University for Sustainable Development, 2013)

- Engaging in context
- Raising consciousness
- Assimilating content
- Making a contribution

Building blocks of sustainable development (du Plessis, 1999)

- *Environment*: "Balance between conserving and protecting the environment and using renewable resources"
- *Economy*: "Creat[ing] equitable but viable economic systems with an ethical basis."
- *Society*: "Encourag[ing] equitability and responsibility within social and cultural systems and values."

(Barber, 1987, in duPlessis, 1999)

- *Adaptability*: "Continual adjustment according to feedback loops." (du Plessis, 1999)

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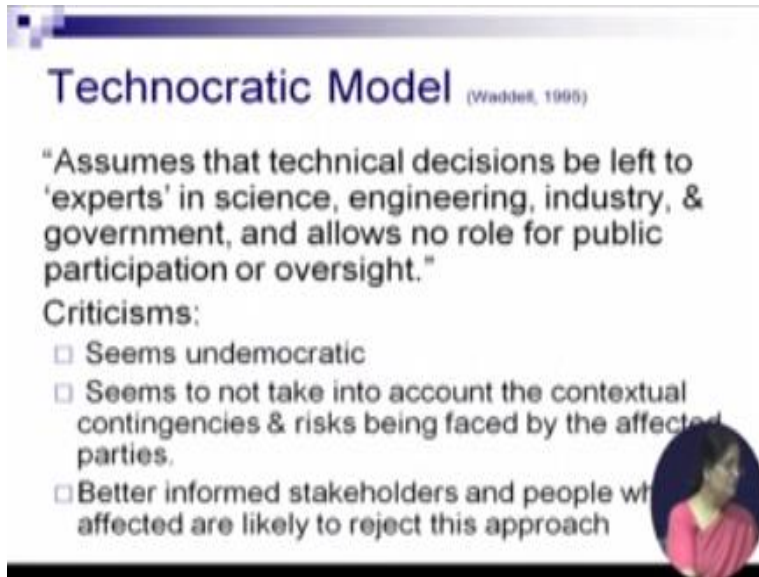
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We talked about development we talked about approaches to development we talked about sustainable development we talked about DV four C's of sustainable development we talked about the building blocks of sustainable development then we moved onto models for public participation in sustainable development and I must tell you that this is the most important aspect of any effort that we put in for sustainable development public participation, participation of all stakeholders is the one if you want to know what is the one thing that makes the world go round in the field of sustainable development it is participation.

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Technocratic Model (Waddell, 1995)
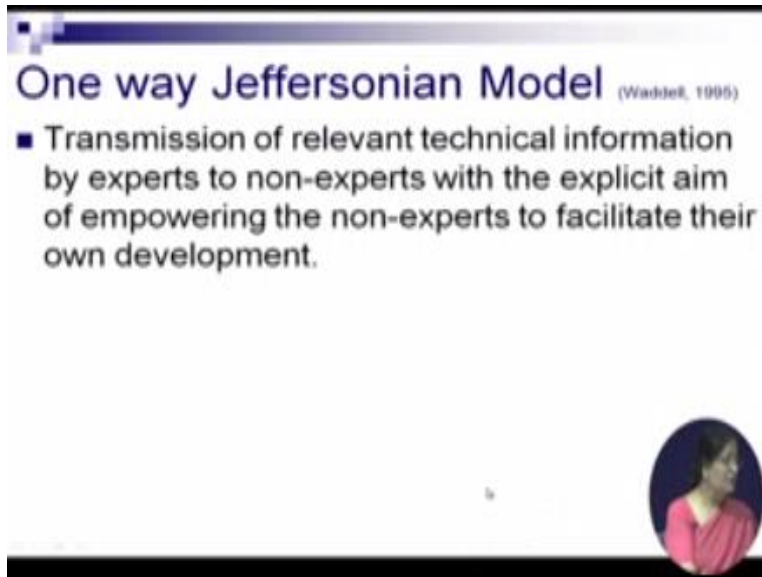
"Assumes that technical decisions be left to 'experts' in science, engineering, industry, & government, and allows no role for public participation or oversight."

Criticisms:

☐ Seems undemocratic

☐ Seems to not take into account the contextual contingencies & risks being faced by the affected parties.

☐ Better informed stakeholders and people wh affected are likely to reject this approach

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One way Jeffersonian Model (Waddell, 1995)

- Transmission of relevant technical information by experts to non-experts with the explicit aim of empowering the non-experts to facilitate their own development.

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Social Constructionist Model (Waddell, 1995)

- "We do not or should not – develop a policy in private by some arhetorical means and then, through rhetoric ('the function of adjusting ideas to people & people to ideas' – Bryant in Waddell, 1995), attempt to impose that policy on our fellows.
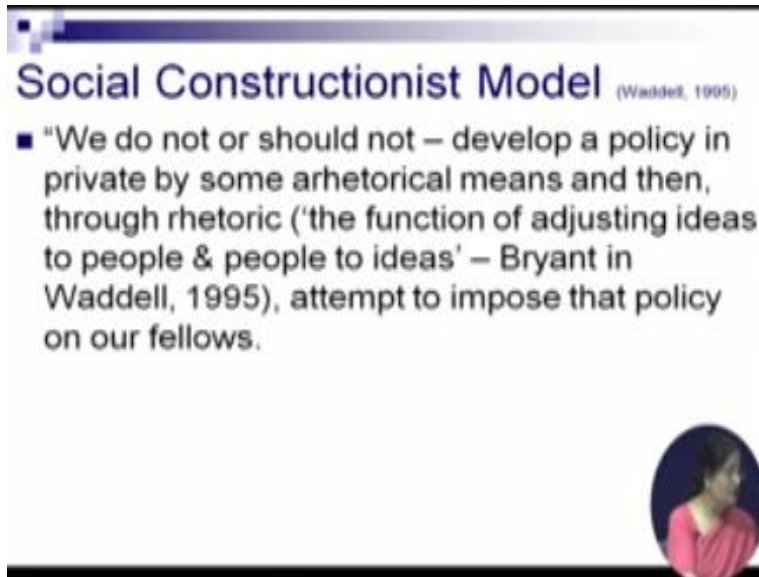
We talked about different models technocratic model one way Jeffersonian Mardi interactive Jeffersonian model social constructionist model.
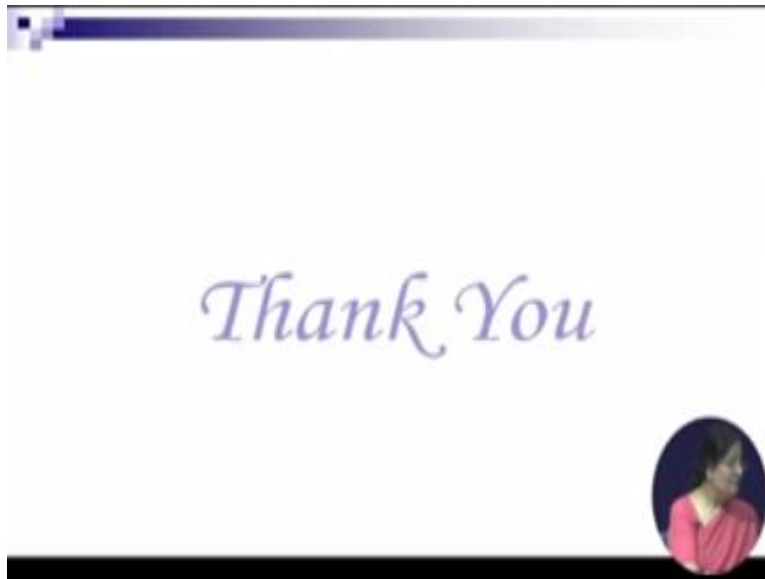
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Strategic Communication for
Sustainable Development

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How is communication related to sustainability?

- Communication forms the medium or bridge between availability of resources and utilization of those resources by the stakeholders (or translation of those resources into benefits for stakeholders)

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Dialogue facilitates development through...
(Rodloyfuk, 2007)

- Conscientization : "The process of developing a critical awareness of one's social reality through reflection and action."
  (Freire.org)
- Shared knowledge: is created when "... insiders and outsiders of the community meet in an informal and interpersonal communicative context to achieve desirable development in the local area through 'knowledge generation, knowledge acquisition, and knowledge sharing'." (White, 1994, in Rodloyfuk, 2007)
- Empowerment: "Psychic energy required for human development and change." (White, 1994, in Rodloyfuk, 2007)
- Liberation: occurs when "... individuals engage in dialogue with an aim to create a 'solid sense of self, an active concern for one's self in relation to others' so as to achieve 'meaningful human relationships.'" (White, 1994, in Rodloyfuk, 2007)
- Self reliance: "involves people putting forward their views in an attempt to identify the needs of their community their voices translated into 'community ... agendas'. (Rodloyfuk, 2007)

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And then we talked about communication for sustainable development we talked about how communication is related to sustainability we also talked about you know we talked about a concept called sustainability communication.

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Sustainability & communication
(Godemann & Michelsen, 2011)

- "The necessity of communication can be found in the (anthropologic) circumstance that each consciousness is isolated, our neurophysiological, cognitive, emotional processes are mutually unobservable & there is no direct access to the thoughts, attitudes, & intentions of the other. It is through communication that 'the interior is exteriorised...', that we can inform each other, that we become social creatures. Communication is thus the principle of societal organization itself." (Ziemann, 2007, in Godemann & Michelsen, 2011)
- "Sustainability communication is thus a proc mutual understanding dealing with the futur development of society at the core of which vision of sustainability." (Godemann & Michelsen, 2011)

Then methods and sustainability communication.

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Methods in sustainability communication (Contd.) (Godemann & Michelsen, 2011)

- Empowerment strategies:
  - "… involves developing the competence to recognize the non-sustainable activities & then apply knowledge about sustainability to remedy them."
  - "Communication & participation together with educational processes are meant to strengthen civil society, promote individual engagement & support political education processes that enable individuals to actively take part in shaping a sustainable society."

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We talked about the principles of sustainability communication this is something that I have repeated towards the end also, you know how sustainability communication can become most effective and this is a paper by Bernhard, so then we talked about the approaches to sustainability communication we talked about strong and weak sustainability then we talked about natural capital we talked about sustainability communication and integrative approach, we talked about the systems theoretical perspective of risk communication we talked about science communication various approaches were discussed.

We also talked about these challenges to sustainability of challenges to sustainability communication we talked about the sociological perspectives on sustainability communication we talked about the symbolic integrationist perspective then we also talked about sustainability communication as a controversially structure field of discourse.

Bottomline (Brand, 2011)

- "The sociological perspective [...] emphasizes the fact that the sustainability debate is not just about looking for the best solutions of sustainability problems but also about a comprehensive norm-building process, a restructuring of social interpretations of reality & institutional practices. If specific ways of framing problems define the range of possible & legitimate ways of solving them, then the question of which frames, images, & met gain public acceptance is of vital importa the kind of policies & measures adopted.

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Concerns regarding psychological aspects
of sustainability communication (Kruse, 2011)

- The discourse regarding sustainability is socially constructed
- The social construction of the discourse regarding sustainability is contextual and constantly changing and is rooted in different cultures
- The above mentioned discourse (patterns) are relatively new and as a result likely to evolve significantly
- "If everyday behavior patterns are to be cha[...] is important to consider group and subgrou[...] specific constructions & mentalities."

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Challenges to the perception & evaluation of global environmental change (Kruse, 2011)

- "[Human beings] lack the requisite sense organs for detecting many environmental conditions & changes. […] Other changes are so minimal or gradual that they fall below the threshold of 'just noticeable differences." e.g. Climate change, or ozone layer depletion etc.
- Time between cause & effect (e.g. slow release of pollutants into rivers and death of fish), & physical distance between the effect and people (e.g. have nots realize some effects sooner than the haves)
- "Small damages to the environment or improvements are seen as a 'drop in the bucket' & the growing 'stream' accumulating over time is overlooked, as is the dissemination of new behavior patterns to larger groups."
- The above confound understanding and interactions b the systems dealing with the above and interfere with that need to be taken to deal with emergencies & thos required for the longer term.

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Determinants of environmentally relevant & sustainable behavior (Kruse, 2011)

- Knowledge
- Individual factors
    - Problems of perceptibility of environmental conditions & changes
    - Risk construction
    - Understanding complex systems & the accompanying processes of information processing
    - Value orientation
    - Attitudes
    - Personality characteristics
    - Habitual motives (e.g. egocentrism, altruism or social responsibility)
    - Temporary emotions like fear of failure or hope for when pro-environmental actions are at stake'

Strategies & instruments for promoting sustainable behavior (Kruse, 2011)

- "Cognitive strategies try to influence cognition & knowledge of environmental conditions & changes by working with information & educational approaches."
  - Characteristics of SMCR (Berlo) can be understood and managed
  - "Concrete feedback" added to SMCR
  - "Antecedent strategy (Learning from models)
  - Prompts (e.g. posters)
  - Self-defined or adopted goals
  - Private or public commitments
- Behavioral strategies – "Consequence mea reward & punishment/ feedback"

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Principles of information & communication
(Kruse, 2011)

- *"Who* is the communicator?"*: Competence, credibility, personal appearance, prestige, affiliation, etc.
- *"What* is communicated?"*: Content & design of information. Accuracy, understandability, personalization, presentation, connection to beliefs, interests & knowledge of recipients & stakeholders, & ability to evoke emotion & stimulate action.
- "What is *intention or function* of a communication situation?":
  - □ Indirect request: "Presents facts, options, standards, & objectives, [and] model behavior or feedback with no intent to persuade or make calls for action"
  - □ Direct request: "Meant to convince individuals about goals & present reminders, send appeals & encourage commitment."

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Principles of information & communication (Contd.) (Kruse, 2011)

- "What *media* is used?": Purpose for communication and impact on target of communication; Individual or mass reach; Direct message or stimulation of discussion, etc.
- "What is the desired *success* of communication?" Assessment of impact in terms of noticeable long term behavior ch... or something else?

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Bottomline (Kruse, 2011)

- "Sustainable development implies a continual process of changing human environment interactions, a process that must repeatedly focus on new objects that result from the interdependencies between ecological, economic, social & cultural conditions. [...] Communication of & about sustainability in society must prepare the ground for the multiple & multidisciplinary use of strategies & interventions to move people towards sustainable lifestyles & behavior."

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Strategies & instruments for promoting sustainable behavior (Kruse, 2011)

- "Cognitive strategies try to influence cognition & knowledge of environmental conditions & changes by working with information & educational approaches."
  - ☐ Characteristics of SMCR (Berlo) can be understood and managed
  - ☐ "Concrete feedback" added to SMCR
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  - ☐ Prompts (e.g. posters)
  - ☐ Self-defined or adopted goals
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Principles of information & communication
(Kruse, 2011)

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Principles of information & communication (Contd.) (Kruse, 2011)

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- "What is the desired *success* of communication?" Assessment of impact in terms of noticeable long term behavior ch or something else?

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Culture and sustainable development
(Packalen, 2010)

- Culture acts as "… a medium that can give shape to the communication and action that is necessary so that sustainable development can be achieved on ecological, economic and social planes. In other words, the cultural dimension, by means of reflection, development & change in our values, forms the basis for sustainable development, but also produces new culture itself."

How does culture affect attitudes towards sustainability communication? (Dagron, 2009)

- Power
- Knowledge: Traditional (What we know) vs. expert (What we should know) vs. bureaucratic (What we are allowed to know)
- Implementation of development policies: Meaning varies with cultural understanding
- Accountability
- Timeframes

Challenges to participatory communication
(Dagron, 2009)

- Communication is not information. Communication is "sharing, being part of, entering into dialogue"
- "Ignorance of policy & decision makers [about] past & current lessons
- Institutional agendas & red tape
- Short-term timeframes
- The idealization of 'community'
- Flawed evaluation practices
- Lack of high level communicators with the profile of strategists"
- The problem of evaluation and evidence – Who evaluates, and what, and how, and from whose perspective (donors/ funders/ implementers or beneficiaries)?
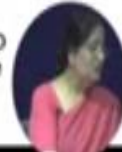
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Challenges to participatory communication
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Strategic communication for sustainable development

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Role of the communicator in development
(Wiggill, 2011)

- "The *strategist's* role involves scanning the social, political & economical environment for changes & new developments, & determining its influence on the organisation's strategies & policies.
- The *manager* is responsible for the preparation & implementation of communication strategy & policy in clear messages to the organisation's stakeholders.
- The *technician*, as a third role, is responsibl the physical implementation of communicat plans "

Then we discussed the psychological aspects we talked about principles of information and communication we talked about strategies and instruments for promoting sustainable behavior we talked about culture and sustainable development we talked about challenges to participate Rican communication then we talked about the strategic communication for sustainable development the role of communicator we talked we discussed Steyn and Puth's model for corporate social responsibility and we discussed it in the we discussed it in the context of sustainable development we talked about factors affecting attitude towards sustainability we talked about culture then we discussed I am sorry I think that is a reputation.

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We talked about the application Steyn and Puth's model in the development sector then we discussed the tools of strategic communication.

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Tools of strategic communication for sustainable development (GTZ, 2006)

- Communication: "Dialogue, enabling people to understand the key factors of their physical, social, economic & political environment & their interdependence so that rising problems can be solved competently."

- Development communication (DevCom): "... is the planned use of communication processes & media products to support effective policymaking, public participation & project implementation geared towards social, economic, political & ecological development. It is a two-way social interaction process enabling the people concerned to understand key factors & their interdependencies & to respond to problems [competently]."

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Tools of strategic communication for sustainable development (Contd.) (GTZ, 2006)

- Formal education: "[Institutionalized teaching of factual knowledge on physical, chemical & biological inter-relationships of complex natural systems, & their reactions to human interventions at a local, regional & global scale.'

- Non-formal Education (NFE): "[Sharing of] knowledge, values, social & communication as well as entrepreneurial & technical skills [a process- & action-oriented way as to fc sustainable development."

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Tools of strategic communication for sustainable development (Contd.) (GTZ, 2006)

- Vocational training: "Further professional qualification & capacity building for planning, implementing & monitoring sustainable production & service provision process in all sectors."

- Environmental communication (EnvCom): "Bridges the 'hard' technical know-how of the subject matter of environmental issues & related 'soft' action-oriented practice & s political processes."

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Tools of strategic communication for sustainable development (Contd.) (GTZ, 2006)

- Social marketing: "Focuses on marketing techniques such as market segmentation & formative research to maximize the effectiveness of interventions for the purpose of diffusion of innovations and social and behavioral change for social development."
- Civil society mobilization: "Information seeking by and with people for the purpose of poli change through participation by local res & stakeholders."

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Communication approaches in sustainable development (GTZ, 2006)

Conventional communication approach	Strategic communication approach
Managers focus on media & messages, & come up with exciting ideas that capture the imagination	Managers analyze the wider system & plan desired outcomes strategically
Focus on convincing people individually while their social sphere is not analyzed	Interventions focus on goals, audiences & messages determine media
Communication is an end-of-pipe activity, isolated from the rest of a project	Communication is fully integrated in a project from the start
Content & message are secondary & cannot answer 'why' or 'what' questions	Target audiences are involved in planning, interventions are based on their values, i.e. their 'why' or 'what'

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Challenges to sustainable development efforts (GTZ, 2006)

- Complexity: "As SD deals with science, economics, law, business management, politics, & human behavior, & their many tradeoffs & interactions
- Comprehension gap: between what experts in the above mentioned fields & the lay public know & understand about those technical dimensions of sustainable development is often very large
- Personal impacts that SD triggers in non-rational, e.g. emotional & spiritual dimensions
- Risk element [which] is a frequent factor in SD, especially as distinctions between passive/ uncontrollable or active/ voluntary are concerned."
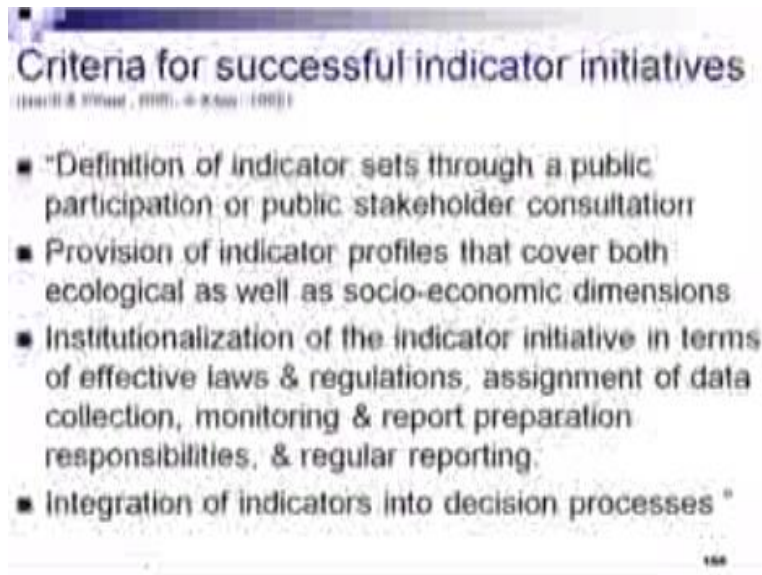
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Strategic communication helps sustainable development by (GTZ, 2006)

- "Persuad[ing] a country's decision makers to adopt new policies & buil[ing] constituency & support at the same time
- Strengthen[ing] the capacity of municipal leaders, NGO representatives, & community-based organizations to manage their economic, ecologic & social resources sustainably
- Develop[ing] partnerships among governments, local communities, & NGOs to encourage people to work together for change
- Motivat[ing] people, e.g. private sector CEOs & engineers to adopt cleaner production technologies
- Rais[ing] awareness & support for sustainable development issues."

For sustainable development the report by GTZ and we talked about the key principles for strategies of sustainable development okay various things were discussed analysis of stakeholders was there.

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Criteria for successful indicator initiatives

- "Definition of indicator sets through a public participation or public stakeholder consultation
- Provision of indicator profiles that cover both ecological as well as socio-economic dimensions
- Institutionalization of the indicator initiative in terms of effective laws & regulations, assignment of data collection, monitoring & report preparation responsibilities, & regular reporting.
- Integration of indicators into decision processes "

So we talked about the stages.

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Analysis of the situation (Gale & Cordray, 1994, in Kelly, 1998)

- "What is sustained?
- Why sustain it?
- How is sustainability measured?
- What are the politics?"

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Stages & steps in model development

(Vennix, 1992, in Kelly, 1998)

Stage	Step
Problem	Define time horizon; Identify reference modes; Define level of aggregation; Define system boundaries
Conceptualization	Establish relevant variables; Map relationships between variables; Identify feedback loops; Generate dynamic hypotheses
Formulation	Develop mathematical equations; Quantify model parameters
Analysis/ Evaluation	Check model for logical values; Conduct sensitivity analyses; Validate model
Policy analysis	Conduct policy experiments; Evaluate policy experiments

Comparison of CSR Strategies

(Morsing & Schultz, 2006)

	Stakeholder information strategy	Stakeholder response strategy	Stakeholder involvement strategy
Communication ideal (Grunig & Hunt, 1984, in Morsing & Schultz, 2006)	Public information, one-way communication	Two-way asymmetric communication	Two-way symmetric communication
Communication ideal	sensemaking & sense-giving	sensemaking leading to sense- giving	sensemaking leading to sense- giving in iterative processes

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Comparison of CSR Strategies (Contd.)
(Morsing & Schultz, 2006)

	Stakeholder information strategy	Stakeholder response strategy	Stakeholder involvement strategy
Corporate communication department's task	Design appealing concept message	Identify relevant stakeholders	Build relationships
Third-party endorsement of CSR initiatives	Unnecessary	Integrated element of surveys, rankings & opinion polls	Stakeholders are themselves involved in corporate CSR messages

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What are strategic conversations?
(Miles, Munilla & Darroch, 2006)

- "Strategic conversations are [...] a way of thinking about how organizations address [their] external & internal questions." (Liedtka & Rosenblum, 1996, in Miles, Munilla & Darroch, 2006)
- "Strategic conversations consist of open issue oriented, fact-based conversations between stakeholders, [boundary spanning employees (BSEs)], & top management."
- "Strategic conversations [...] are oriented towards the advancement of the company, to the creation of the future for the business. You (in theory) meet with other people in the organization to discuss issues of a different nature than operational issues ... Strategic conversations are also about the creation & acquisition of resources for the future creation & acquisition of resources for the future & how these resources should be allocated in the future. In short, strategic conversations are the cradle of a company's strategy." (Van Krogh & Roos, 1995, in Miles, Munilla & Darroch, 2006)
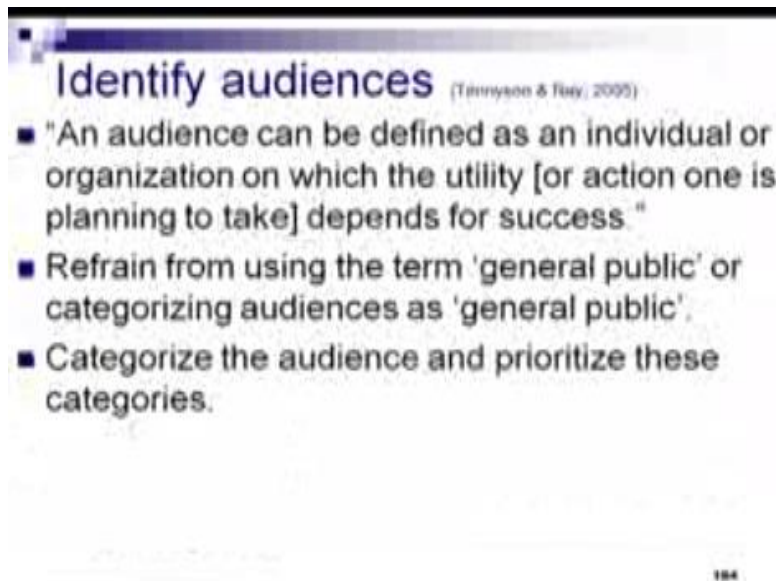
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Identify goals & objectives (Tennyson & Ray, 2000)

- Not communication goals but goals of the action one is planning to take
- "Does your utility [or action one is going to take] have clear goals?"
- If yes, "Where is the utility [or action one is going to take] going?"
- "What are the challenges & opportunities it will face?"
- "How is the utility going to meet its goals?"/ How is the action one is going to take related to its goals?
- "Do those charged with communication know what those goals are?"

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Identify audiences (Tennyson & Ray, 2005)

- "An audience can be defined as an individual or organization on which the utility [or action one is planning to take] depends for success."
- Refrain from using the term 'general public' or categorizing audiences as 'general public'.
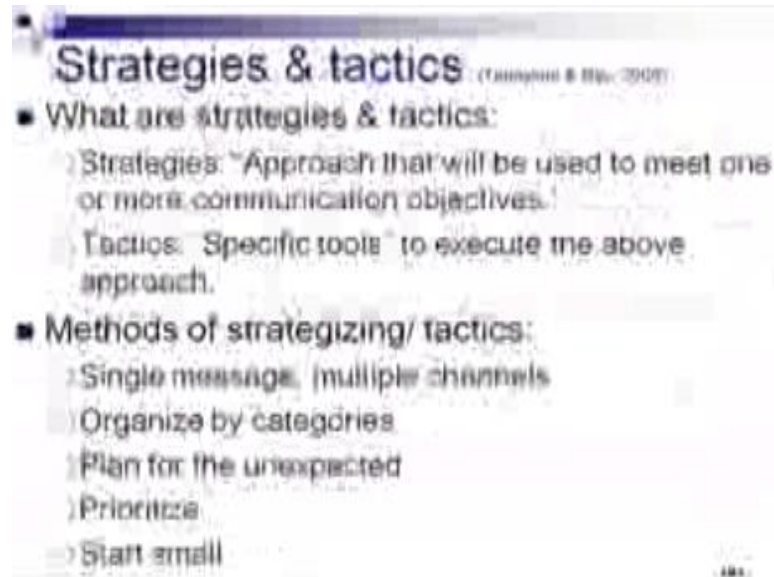- Categorize the audience and prioritize these categories.

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And steps and model development we compared CSR strategies we talked about strategic conversations we talked about creating strategic communication plans identifying audience's etc…

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Goals & philosophy of COMBI

- "... to achieve behavioral results"
- "Strategic planning & behavioral and social communication begin with the fundamentals: People cannot act on a suggested behavior if they are not are of & knowledgeable about it, nor can they act if they are not engaged in a full, fair review of its benefits & advantages in relation to the cost & effort involved in putting it into practice."

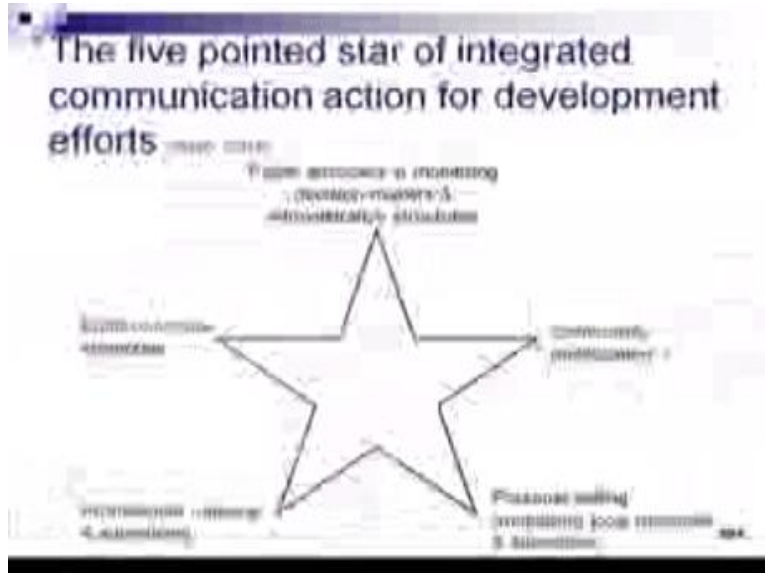(Refer Slide Time: 25:51)

Principles of COMBI (WHO, 2012)

1. "Determine the preliminary behaviral outcomes before producing any [communication] material like posters, pamphlets, or radio spots."
2. "Conduct a rapid situational market analysis to refine the desired behavioral outcomes and determine how best to engage people with regard to the recommended behaviors."
3. "Review, refine, and change behavioral outcomes to reflect the results of the situational market analysis."
4. Repeat the above till you get it right!

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Critical dimensions of community mobilization esp. during crises (WHO, 2012)

- "Understanding who is valued & trusted in the community"
  - "Who are currently the most credible, trustworthy sources of information in the community?"
  - "Does a credible, trustworthy source have particular characteristics, which the community recognizes?"
  - "To what extent would training or appearance (e.g. a uniform) enhance perceptions of credibility & expertise within the community?"
- "Mobilize existing social networks & groups."
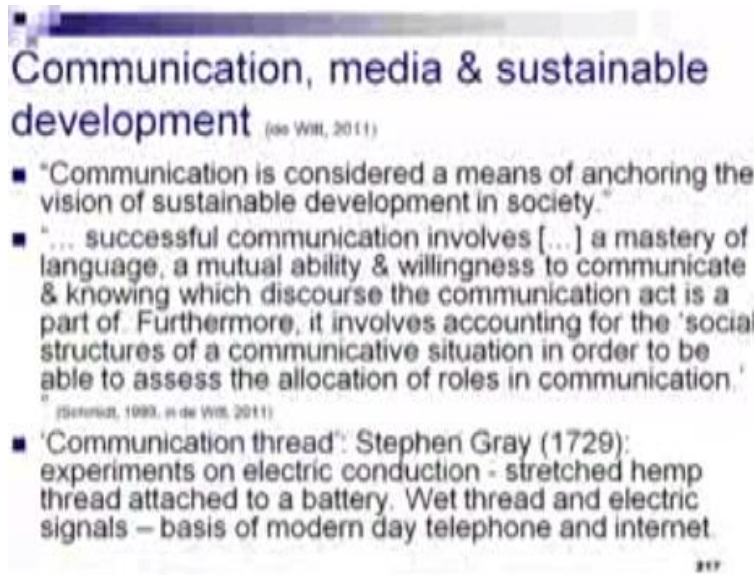- "Ensure community feedback during & after [the crisis]."

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Communication, media & sustainable development (de Witt, 2011)

- "Communication is considered a means of anchoring the vision of sustainable development in society."
- "... successful communication involves [...] a mastery of language, a mutual ability & willingness to communicate & knowing which discourse the communication act is a part of. Furthermore, it involves accounting for the 'social structures of a communicative situation in order to be able to assess the allocation of roles in communication." (Schmidt, 1999, in de Witt, 2011)
- 'Communication thread': Stephen Gray (1729): experiments on electric conduction - stretched hemp thread attached to a battery. Wet thread and electric signals – basis of modern day telephone and internet

We talked about the Combi model we talked about communication and media.

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Theoretical perspectives on media
(de Wit, 2011)

- From the perspective of critical theory (Social relationships are power relationships, indicative of a social hierarchy and not coherent with notions of equality or democracy), functions of media:
    - "Persuasive function: Media serves 'to integrate people in the system of consumption without arousing their resistance'
    - Orienting function: Media influence the consciousness of people 'by their biased tendencies in representing the options for action'
    - Ontological function: Media determine 'through the conservative archiving of social knowledge the consciousness people have of themselves as a species' "
    - Media has the potential to shape the cultural and social identity of people and the hegemonic role of media in the interpretation of messages has the potential to influence how social messages are conveyed & received.

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Involvement of viewers in selection of and attention to media content (deWit, 2011)

- 'The uses-and-gratification approach describes people as recipients who look for the satisfaction of their needs in the media. [...] An individual intervenes, from this perspective, in the process of media communication by 'selecting, testing & rejecting media content' (Maletke, 1998, in de Wit, 2011)

- The accurate interpretation of written text is dependent upon the literacy level & level of familiarity of the reader with the language in which the text has been written.

- The television has been critiqued as more a source of entertainment than information

- Communication through computers is increasingly preferred because it requires literacy & gives the reader an opportunity to read all kinds of content, & even contribute to content via portals like wikipedia or blogs or personal websites

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How do new media technologies facilitate sustainable communication?

- "...new media enable infinite connections among people, sources of information, topics & concepts; they produce information & communication networks."
- Properties of communication networks facilitated by new media (Siemens, 2006, in de Witt, 2011)
  - Diversity
  - Autonomy
  - Interactivity
  - Openness
- Blogging – personal diary as well as a medium to share one's opinion with the rest of the world
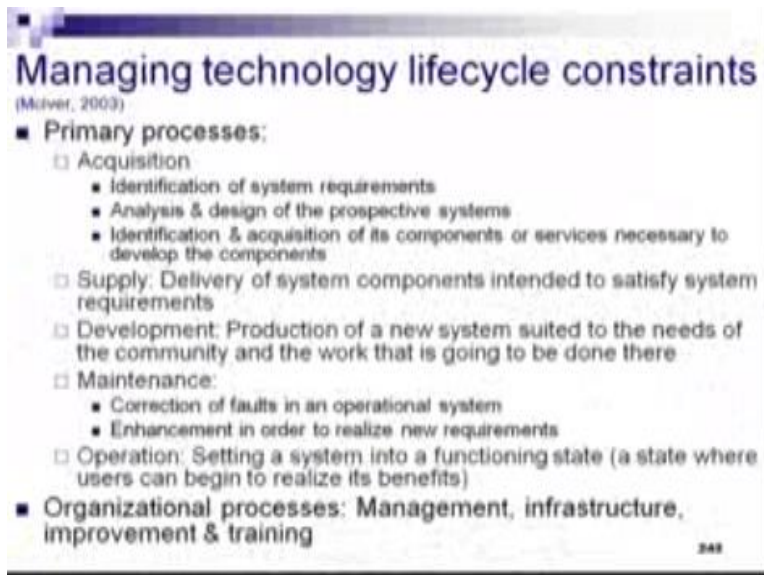
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What & Why?

- "Communication research has shown that people in economically and socially marginalized communities spend an inordinate amount of time and energy seeking and managing information related to survival and security. Information and the ability to communicate to receive and impart are necessary (but not sufficient) conditions for communities to develop and for inhabitants to thrive within them. Appropriately designed ICTs can fulfil such needs."

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Universal design principles (Connell, 1997, in McIver, 2003)

- "Systems should accommodate a wide range of user abilities & preferences
- It should be easy to adapt systems to a broad spectrum of user preferences & abilities
- System interfaces should be intuitive & simple to use
- Systems should be able to employ different input & output modes according to user abilities & ambient conditions
- Systems should be designed to minimize hazards & to be tolerant of user errors
- Systems should be usable with minimum physical effort
- The size & spatial placement of system elements should accommodate a wide range of body size, posture & mobility"

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Managing technology lifecycle constraints
(Mclver, 2003)

- Primary processes:
  - Acquisition
    - Identification of system requirements
    - Analysis & design of the prospective systems
    - Identification & acquisition of its components or services necessary to develop the components
  - Supply: Delivery of system components intended to satisfy system requirements
  - Development: Production of a new system suited to the needs of the community and the work that is going to be done there
  - Maintenance:
    - Correction of faults in an operational system
    - Enhancement in order to realize new requirements
  - Operation: Setting a system into a functioning state (a state where users can begin to realize its benefits)
- Organizational processes: Management, infrastructure, improvement & training

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Issues in community informatics (Contd.)
(McIver, 2003)

- Public involvement in information society governance: Policy issues regarding design & deployment of ICTs
- Role of international organizations in addressing rights & governance of ICTs

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Non-negotiable conditions for ICTs in development (Contd.) [Diagram ...2003]

Local content: Problems

- Volume of information
- Lack of access to relevant information easily
- Generation of specific local content

- Remedies:
  - Generation of local content. E.g. the Honeybee network in India – http://www.srisit.org/bbnew/, SRISTI – http://www.sristi.org/cms/en/our_network
  - Use of appropriate channels acceptable to the community

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Typology of communication roles in the strategy making process (Moss & Warnaby, 1998)
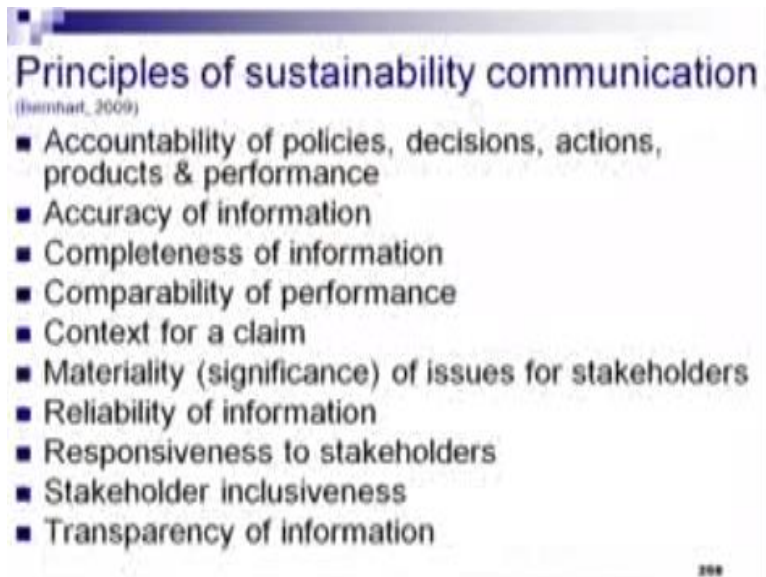
Role of top management	Role of organization members	Communication style	Communication orientation
Commander	Soldier	Directional: objective to inform & impel action Primarily one-way comm	Primarily with internal stakeholders with limited comm with external stakeholders
Coach	Player	Inspirational: Objectives to persuade & encourage action. Two way comm	Oriented to both internal & external stakeholders, aimed at communicating vision
Boss	Subordinate	Informational: Objective to inform & explain Primarily one-way comm	Receptive to comm from external stakeholders to aid decision making
Facilitator	Participant	Enabling: Objectives to inform & encourage Two-way comm with dialogue	Oriented to both internal & external stakeholders-emphasis on mutual understanding
Sponsor	Entre-preneur	Motivational: Objectives to inform & motivate Two-way, upwards & down	Oriented to internal stakeholders to facilitate performance & stakeholder views

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Challenges to using strategic communication for sustainable development (Frascara, 1998)

- "How can a change be created in the symbolic function attached to some aspects of use, so that, without attacking strongly held values, changes of use could become desirable?
- What can we learn from the existing experience about the design of communication strategies that can help us affect the knowledge, the attitudes, and the behavior of people in relation to the notion of use?
- How can we recognize leaders, followers, and potentially our most supportive partners?
- How can we simultaneously work with government, people at large, and the business sector toward a revision of use?
- How can we constantly increase the circle of partnership involved in the process?
- How can we develop this partnership in order to deal ethically with a revision of use; so as to ensure as a consequence the active participation of all partners?
- What specific actions will promote a revision of use, materialize that revision, and establish new cultural paradigms?"

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Principles of sustainability communication
(Bernhart, 2009)

- Accountability of policies, decisions, actions, products & performance
- Accuracy of information
- Completeness of information
- Comparability of performance
- Context for a claim
- Materiality (significance) of issues for stakeholders
- Reliability of information
- Responsiveness to stakeholders
- Stakeholder inclusiveness
- Transparency of information

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The Goal:
UN Sustainable Development Goals
- United Nations: http://www.un.org/sustainabledevelopment/sustainable-development-goals/
- International Institute for Environment & Development: http://www.iied.org/sustainable-development-goals-new-negotiation-under-way?gclid=CjwKEAjwl4q-BRDtzJmSk-uGunkSJACmCOY-eW9GBnt4Ej83PMF0xHiMZqp3QtV3TXltLAYBGK5JHBoCtn3w_wcB
- Sustainable Development Goals: Indian Experiences (Prof. R. B. Singh, Delhi School of Economics, University of Delhi): https://www.youtube.com/watch?v=TWnDJqeuowE

ITCs and then we ended with the we discussed the typology today so a few things that I must show you I think the time is running out.

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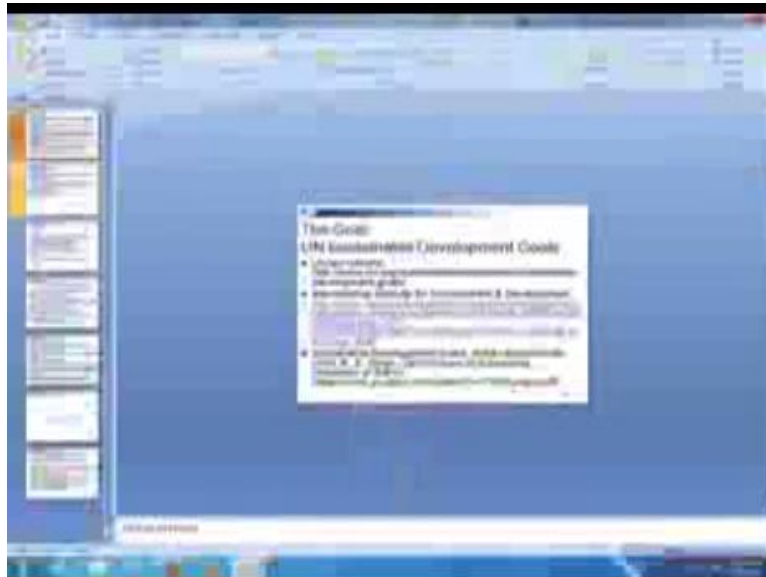
So a couple of things that I must show you here.

(Refer Slide Time: 26:15)

Are you know and I should have discussed this right in the beginning the sustainable development goals of the United Nations, now this is our guiding principles and I kept it for the end the sustainable development goals of the United Nations.

(Refer Slide Time: 26:35)

Are the guiding factors for most sustainable development efforts in the whole world then I have given you this link in the slide the other thing.

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That I want to show you is the sustainable development goals post 2015 agenda then.

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There is a lecture by Prof. RB. Singh of Delhi University on the Indian experiences with the UN sustainable development goals you can view this lecture.

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There is so these are.

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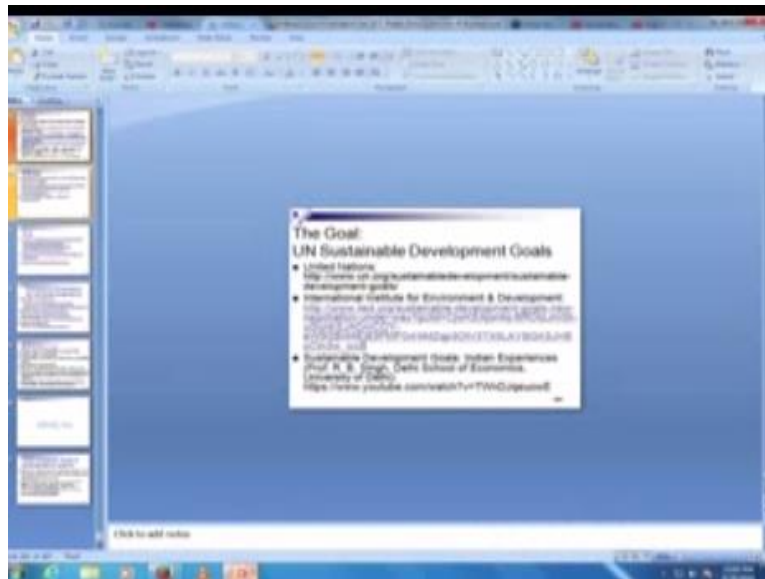
Some of the examples of how the sustainable development goals are being discussed some channels that help you understand what these goals.

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Are and how they are being applied are the international program for the development of communication.

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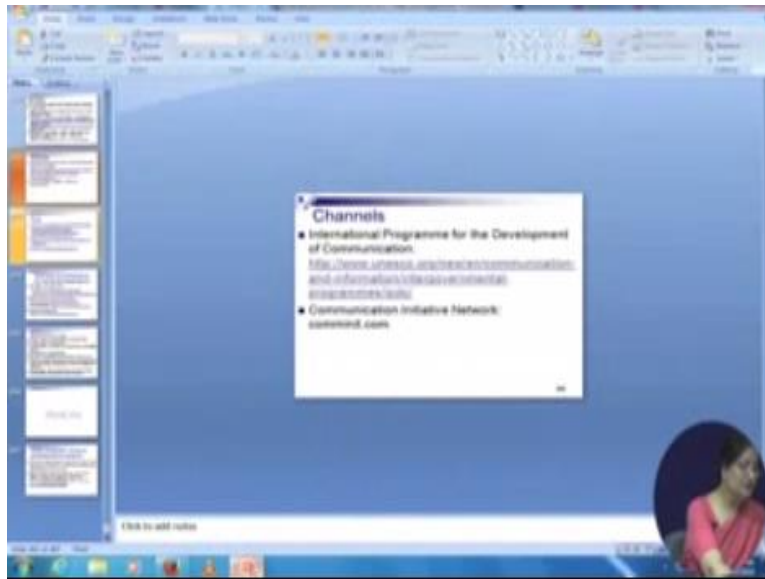
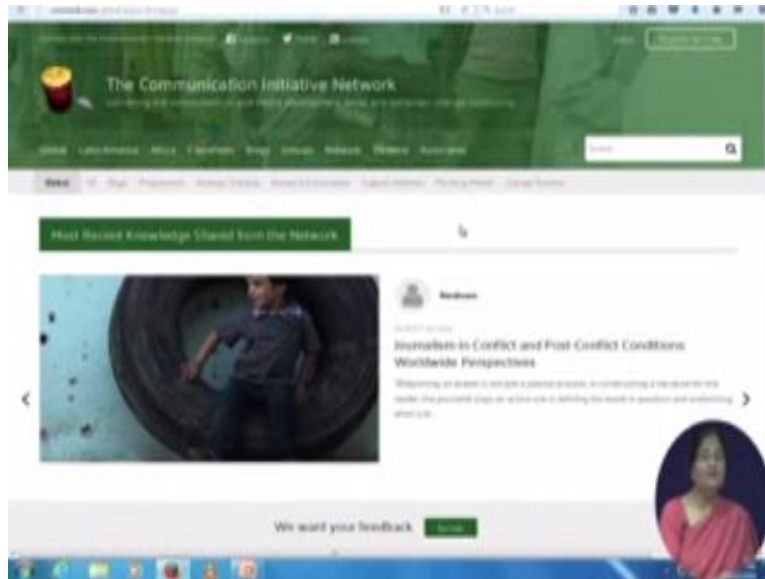And the communication initiative network and so you can view this communication.

Initiative network is a brilliant initiative to promote sustainable development and to sorry promote communication for development.

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In different sectors it is very nice please become you know.

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It is a free membership you can become members and you can get a whole bunch of.
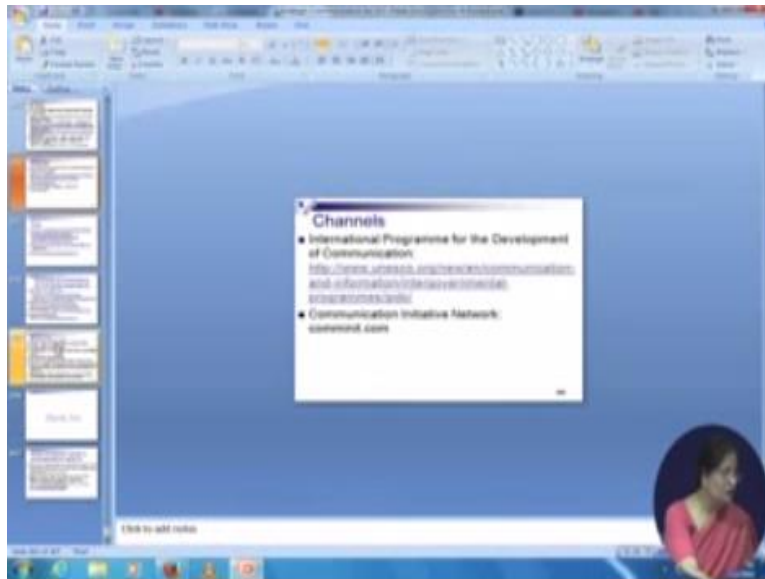
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Or a whole lot of information about how communication is being used for development.

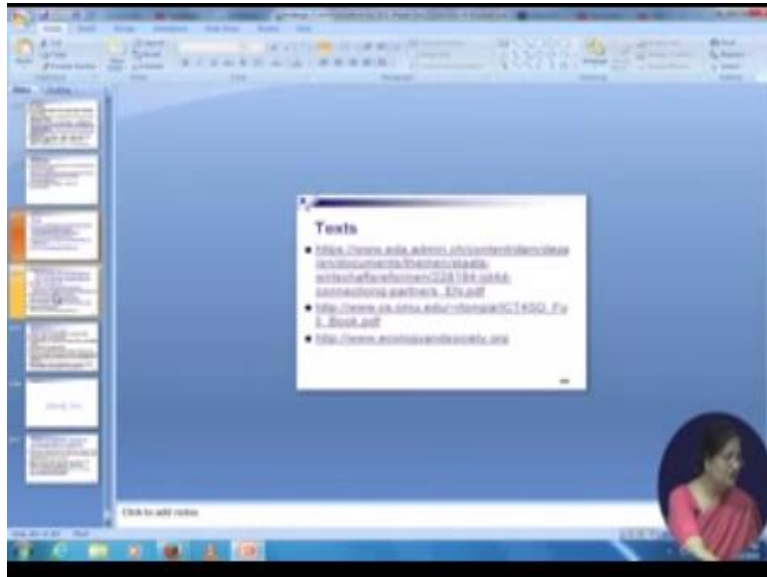(Refer Slide Time: 27:46)

It is very nice, the other thing that I want to show you.
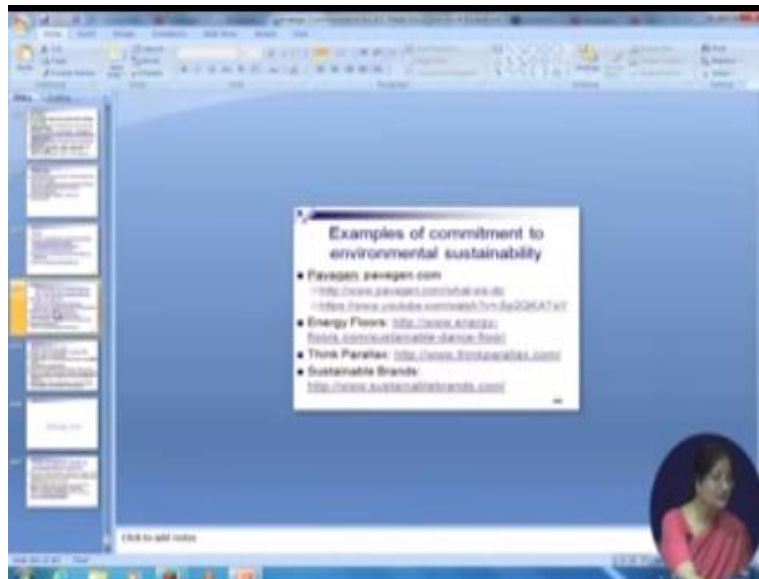
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Here is some texts.

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You can go through these texts you know there are various books that are available.

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Some examples of commitment to environmental sustainability I am going to take the liberty of showing you this three minute video that is you know I think we will run a little bit beyond time but I am going to show this to you

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So this video is.

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Very nice and you can view.

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This video how people you know that there is a company that is generating electricity by walking so a company that I mean when we talk about sustainable development efforts these are the efforts that are taking place you know it is not when we talk about.

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People planet profit now this particular clip it is three minutes but I think you know we will finish the class in about 35minutes as opposed to 30 minutes so I will show you it is three minutes so it is not only we are not only doing this for the purpose of ensuring sustainability it is also for the purpose of making profits there are companies that are harnessing environmental different types of energy from different sources and using it to make profits.

And those are the examples that I have shown you in this particular slide so let us very quickly go through this.

Hi, my name is Lawrence Kewanee Creek we H dive a Pavegen systems to install an energy generating floor as Simon Launching Grammar School in Kent and the United Kingdom through this stage times of the school our creativity innovation and altruism and in terms of what page have done it on here is certainly creative and it is incredibly innovative and that what more could be altruistic than the working towards the future of the planet.

We only have to be down here at break down see a huge interest and huge interest in huge excitements of our students about some done every day I displays and they are really, really very excited about having this in school. Pavegen were asked to install an energy generating walkway into a school with eleven hundred pupils our technology converts the kinetic energy from a footstep into usable electricity we are using fifty percent of the energy generated in a fun interactive way.

The other half the energy is being stored and used to power some of the lighting within the corridor an important aspect of the installation is that we monitor the data on site also remotely for our data logging equipment this allows us to understand and process the data from the school on a daily basis, over the Pavegen installation looks super because it is just a fantastic

opportunity for further students to get a visual representation of what they are doing. The way where all this energy it is all you know it looks good.
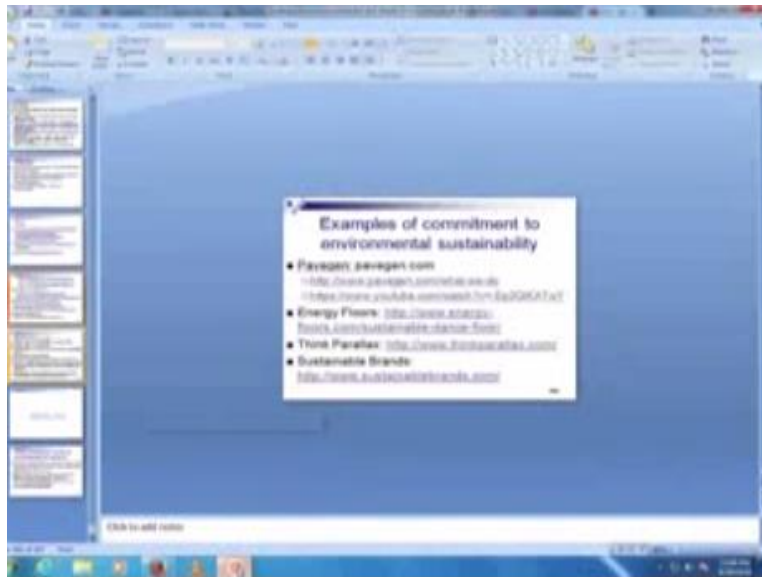
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Oh! This is such a nice way of you know.

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Ensuring sustainable development by using the only resource that seems to be growing with time that is the human energy and the number of people in the world are growing so again various other examples are here.
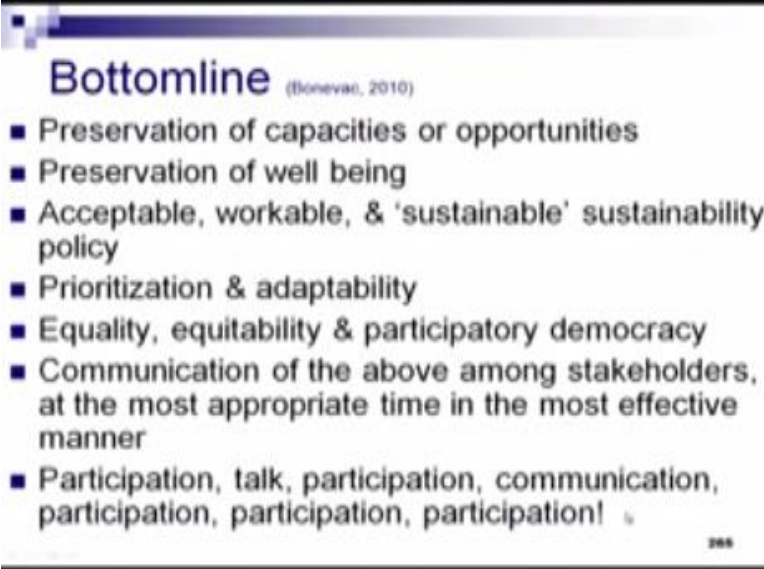
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Examples of commitment to environmental sustainability

- Pavegen: pavegen.com
  - http://www.pavegen.com/what-we-do
  - https://www.youtube.com/watch?v=-Sp2QiKATwY
- Energy Floors: http://www.energy-floors.com/sustainable-dance-floor/
- Think Parallax: http://www.thinkparallax.com/
- Sustainable Brands: http://www.sustainablebrands.com/

We do not have time for those but then.

The bottom line you know when we talk about strategic communication for sustainable development we are talking about preservation of capacities or opportunities preservation of well-being we are talking about acceptable workable and sustainable sustainability policies we are talking about prioritization and adaptability we are talking about equality equitability and participatory democracy.

And how do we ensure that all of these things are taken care of by communicating the above among stakeholders at the most appropriate time in the most effective manner and the way the only way to doing it is participation talking to people participation communications participation, that is the only way to ensuring that our efforts in the area of development sustainable development ongoing development are you know come to fruition the way we want them to.

So this course has been a very nice learning experience for me and I hope you have also benefited from it and I hope this course has given you enough food for thought to go and explore every thread that has been discussed in this course and if I have left you with more ideas that than you had when you came to this course then I am really done my job properly.

So I look forward to hearing from you in the forum and I look forward to your comments and any questions that you may have regarding this course in the forum and I look forward to interacting with you thank you very much for being a part of this course, and thank you very much for listening, thank you.